

Rehab Library News



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Books on change

The Rehabilitation Library has many books and audiovisual materials on dealing with change. To borrow any item for up to two weeks, please contact the library at avlibrary@dshs.state.tx.us or call (512) 776-7260 or toll-free 1-888-963-7111 x7260. The online library catalog at www.texashealthlibrary.com lists additional materials.

The 3rd alternative: solving life's most difficult problems. Stephen R. Covey, 2011. (BF 449 C873t 2011).

This book outlines an approach to conflict resolution and creative problem solving that draws on the techniques of thinkers from a broad range of disciplines to explain how to incorporate diverse viewpoints for win-win solutions.

Appreciative inquiry for collaborative solutions: 21 strength-based workshops. Robyn Stratton-Berkessel, 2010. (HF 5549.5 T7 S911a 2010 RHB). Appreciative inquiry (AI) offers training professionals a powerful, life-centric approach to leading and facilitating change. It taps into the need for positive and engaging ways to advance communication, relationships, and results within organizations. This book is a practical resource, providing an overview of AI's positive psychology and strength-based change methods.

Finding your way to change: how the power of motivational interviewing can reveal what you want and help you get there. Allan Zuckoff, 2015. (BF 503 Z94f 2015 RHB)

Whether it is breaking an unhealthy habit, pursuing a dream job, or ending harmful patterns in relationships, the key to moving ahead lies in discovering what direction is truly right and how to get there. Motivational interviewing can help. This book presents powerful self-help strategies and practical tools to help find why one is stuck, break free of unhelpful pressure to change, and build confidence to develop a personal change plan.

Fish sticks: a remarkable way to adapt to changing times and keep your work fresh. Stephen C. Lundin, 2003. (780 L962 2003 RHB).

This book presents a parable that demonstrates how to help make changes stick. It describes a way to keep your work vital, alive, and fresh as you navigate staff turnover, tough times, and general run-of-the-mill cynicism and burnout.

Getting unstuck: how dead ends become new paths. Timothy Butler, 2007. (480.3 B987g 2007 RHB).

This book explains why sometimes we get stuck in our jobs or in our relationships. It describes what impasse means; how to determine your own vision based on your deepest interests; and how to move from impasse to action and change. This title is also available through Ebsco eBooks. Contact the library at (512) 776-7559 for more information.

Good to great: why some companies make the leap--and others don't. James C. Collins, 2001. (HD 57.7 C712g 2001).

This book discusses the results of research into how companies change from average to outstanding. The findings include what type of leadership is required to achieve greatness; how to transcend the curse of competence; how to achieve a culture of discipline with an ethic of entrepreneurship; and the role of technology. This title is also available as an audiobook as AC0022.

Good to great and the social sectors. James C. Collins, 2005. (HD 57.7 C712s 2005).

This book was written by the same author to accompany the original monograph, *Good to great*. It applies that model to the nonprofit sector and discusses how to achieve greatness in spite of difficult circumstances. This title is also available as an audiobook as AC0023.

Implementation: how to transform strategic initiatives into blockbuster results. Alan P. Brache, 2006. (HD 58.9 B796 2006).

This book presents the concepts, tools, and diagnostics needed to master the seven essential skills for translating corporate vision into practice. These skills are creation, portfolio management, project roles, methodology, culture, reporting, and organization.

Influencer: the power to change anything. Kerry Patterson, 2008. (BF 774 I43 2008).

This book explains how you can have more influence with the people in your life. It explains how to change the way you change minds; how to make the undesirable desirable; how to surpass your limits; how to harness peer pressure; how to find strength in numbers; how to design rewards and demand accountability; and how to change the environment. This title is also available as an audiobook as CA0030.

The leader's guide to storytelling: mastering the art and discipline of business narrative. Stephen Denning, 2005. (HD 30.3 D411 2005).

This guide explains how to tell the right story at the right time in order to create organizational change. This book shows how storytelling is a way to handle challenges of leadership: sparking action, getting people to work together, and leading people into the future.

Leadership & cultural webs in organisations: weavers' tales. Adrian McLean, 2013. (HD 58.7 M163 2013).

The call for a change of culture is commonplace in corporate and governmental settings. What this means and how to go about it have proven to be elusive challenges. This work brings insights from the field of anthropology to illuminate these questions and proposes a fresh approach to working with them. The author identifies a range of practical and strategic options for those leaders, managers and consultants looking to promote cultural change.

Managing at the speed of change. Daryl B. Conner, 1992. (HD 58.8 C752m 1992 RHB).

In this classic book the author uses his twenty years of change management experience to write a guide on resilient, successful change focusing on how to change rather than what to change.

Managing transitions: making the most of change. William Bridges, 2009. (HD 58.8 B851 2009 RHB).

The job of managing workplace change can be difficult. Successful organizational change takes place when employees have a purpose, a mental picture, and a part to play in change. The book provides practical, step-by-step strategies for minimizing the disruptions caused by workplace change.

No fear of failure: real stories of how leaders deal with risk and change. Gary Burnison, 2011. (HD 57.7 B966n 2011).

Some of the world's top leaders in business, politics, education, and philanthropy give personal insight into how he or she approached pivotal, career-defining moments.

A passion for leadership: lessons on change and reform from fifty years of public service. Robert Michael Gates, 2016. (HD 57.7 G259p 2016).

Robert Gates describes his experiences at the CIA, U.S. Dept. of Defense, and Texas A&M University. He gives his insights into how to make bureaucracy run more efficiently and how to create true organizational change.

Power of habit: why we do what we do in life and business. Charles Duhigg, 2014. (BF 575 D871p 2014).

This book explains why habits exist and how they can be changed. It presents a whole new understanding of human nature and its potential. It argues that the key to exercising regularly, losing weight, being more productive, and achieving success is understanding how habits work.

The science of successful organizational change: how leaders set strategy, change behavior, and create an agile culture. Paul Gibbons, 2015. (HD 58.8 G441s 2015).

This book links the origins of theories about change to the history of ideas. It provides advice for leading people through change, provides new ways to change behavior without coercion, explains how to handle resistance and social complexity, and describes how to lead using the scientific method, heading towards an evidence-based management of change.

Switch: how to change things when change is hard. Chip Heath, 2010. (BF 637 C4 H437 2010).

This book brings together research in psychology, sociology, and other fields to shed light on how to carry out transformative change. Successful changes follow a pattern and this pattern can be used to make small or great changes.

Who killed change?: solving the mystery of leading people through change. Kenneth H. Blanchard, 2009. (HD 58.8 W628 2009 RHB).

This short book cites a prevalence of failed change-based initiatives in organizations throughout the world, sharing a detective-style parable that offers insight into how resistance to change is compromising the implementation of positive agendas.

Who moved my cheese: an amazing way to deal with change in your work and in your life. Spencer Johnson, 1998. (BF 637 C4 J69 1998).

This book is a simple parable that reveals profound truths about change and how to deal with this insight for a lifetime. This title is also available in DVD.

E-books on change

The following books and many more titles are available electronically to TWC staff. You may access them on a computer or mobile device.

To access, please contact the library at library@dshs.state.tx.us or call (512) 776-7559 or toll-free 1-888-963-7111 x7559.

- **Heart of change.** Jason W. Womack (2012).
- **Leading change.** John P. Kotter (2013). This title is also available as an audiobook as CA0033 and in an older print edition.

- **Making sense of change management: a complete guide to the models, tools and techniques of organizational change.** Esther Cameron (2012).
- **The power of appreciative inquiry: a practical guide to positive change,** 2nd ed. Diana K. Whitney (2010).
- **The psychology of organizational change: viewing change from the employee's perspective.** Rune Todnem (2013).
- **Trust in transition: navigating organizational change.** Bob Whipple (2014).
- **Visual leaders: new tools for visioning, management, and organization change.** David Sibbet (2013).

Change Audiovisuals

Employee awareness series: attitude and behavior. 48 min. 2013.

This program is restricted to Texas state Health and Human Services or TWC employees. The DVD is segmented into programs that can be viewed individually or as a whole. *Essential to the team: explore the qualities that comprise a great team player.* *Habits and the considerate coworker: check the list to see if you have habits that affect others.* *Open to change: see how the most difficult changes can produce positive results.*

Taking charge of change. 34 min. 2004.

This program is restricted to Texas state Health and Human Services or TWC employees. This program shows employees the skills necessary to understand and support change initiatives in the workplace. It identifies three stages of internal transition to help employees productively guide themselves through organizational change. The DVD contains: *Jump!: meeting opener* (3 min.), *Taking charge of change* (18 min.), and *Booster shots* (13 min.).

New Books

We have added several new books and DVDs to the Rehabilitation Library. To borrow any item for up to two weeks or to register to view online videos, please contact the library at avlibrary@dshs.state.tx.us or call (512) 776-7260 or toll-free 1-888-963-7111 x7260. The online library catalog at www.texashealthlibrary.com lists additional materials.

150 best jobs for the military-to-civilian transition. Laurence Shatkin, 2013. (HF 5381 S533 2013 RHB).

This book helps returning military personnel find the best job matches for their training and interests, providing detailed job descriptions, and noting the best-paying and fastest-growing occupations held by recent veterans.

Autism adulthood: strategies and insights for a fulfilling life. Susan Senator, 2016. (WM 203.5 S474a 2016 RHB).

This book describes one family's journey on the transition between adolescence and adulthood for a young man with autism. It offers practical strategies for giving these young people the best chance to lead happy, safe, and secure lives.

Behavioral health promotion and intervention in intellectual and developmental disabilities. 2016. (WB 320.2 B419 2016 RHB).

This book discusses evidence-based practices and how they can be implemented to address health challenges in people with intellectual and developmental disabilities. It offers various intervention and prevention strategies for treating commonly encountered issues, such as eating and sleeping disorders, repetitive self-harming behaviors, and personal hygiene problems.

The boys in the bunkhouse: servitude and salvation in the heartland. Dan Barry, 2016. (WB 320.3 B279 2016).

A full-length account of the author's prize-winning New York Times story chronicles the exploitation and abuse case of a group of workers with developmental disabilities, who for 25 years, were forced to work under harrowing conditions for virtually no wages until tenacious advocates helped them achieve their freedom.

Coaching basics. Lisa Haneberg, 2016. (HF 5549.12 H237c 2016 RHB).

This book presents a precise coaching framework along with insights from forty experienced coaches. It describes what it takes to build influencing skills and offers ways to leverage technology.

Disability and employer practices: research across the disciplines. 2016. (HD 7255 B914d 2016 RHB).

This book describes the efforts of a transdisciplinary team working toward the common goal of maximum workplace inclusion for individuals with disabilities. Many disciplines, fields of expertise, data sources and methodologies were used to learn where disparities exist in equitable employment opportunities for people with disabilities and to identify workplace policies and practices that can help remedy these inequalities.

How to write it: a complete guide to everything you'll ever write. Sandra E. Lamb, 2011. (HF 5726 L218 2011 RHB).

This book provides examples of many types and forms of written communication. It offers handy word, phrase, and sentence lists, precisely crafted sample paragraphs, and professional designed document layouts.

Informal assessments for transition planning. Amy Gaumer Erickson, 2013. (LC 4019 G271 2013 RHB).

This book provides various assessment tools to help in transition planning. It includes strategies for using informal assessments; comprehensive informal inventory of knowledge and skills for transition, and selected informal assessments for transition.

Intellectual disability: ethics, dehumanization, and a new moral community. 2013. (WB 320.2 K28 2013 RHB).

This book discusses intellectual disability from a philosophical and social perspective. It presents the history of the disability rights movement, talks about culture and intellectual disability, and presents visions of the future.

Lifespan transitions and disability: a holistic perspective. Iva Strnadova, 2016. (LC 4019 S918 2016 RHB).

This book discusses preparing students with disabilities and their families for all aspects of independent life. It offers a strengths-based approach that includes philosophical perspectives and evidence-based practices to assist this vulnerable population with changes and challenges throughout their lifespan. Each chapter addresses transitional needs and their assessment and relevant interventions.

The loving push: how parents and professionals can help spectrum kids become successful adults.

Temple Grandin, 2015. (WM 203.5 G753p 2015 RHB).

Parents, teachers, therapists, and anyone who cares about a child or teen on the autism spectrum needs this essential roadmap to prepare our youth for being successful adults. This book spells out what steps you can take to restore your child's hope and motivation, and what you must avoid.

The second machine age: work, progress, and prosperity in a time of brilliant technologies. Erik Brynjolfsson and Andrew McAfee, 2014. (HC 79 B916 2014 RHB).

In this book, the authors reveal the forces driving the reinvention of our lives and our economy. As the full impact of digital technologies is felt, we will realize immense bounty in the form of dazzling personal technology, advanced infrastructure, and near-boundless access to the cultural items that enrich our lives. Amid this bounty will also be wrenching change. Professions of all kinds, from lawyers to truck drivers, will be forever upended. Companies will be forced to transform or die. Recent economic indicators reflect this shift: fewer people are working, and wages are falling even as productivity and profits soar. Drawing on years of research and up-to-the-minute trends, the authors identify the best strategies for survival and offer a new path to prosperity. These include revamping education so that it prepares people for the next economy instead of the last one, designing new collaborations that pair brute processing power with human ingenuity, and embracing policies that make sense in a radically transformed landscape. This book will alter how we think about issues of technological, societal, and economic progress.

Supported employment: applying the Individual Placement and Support (IPS) model to help clients compete in the workforce. Sarah J. Swanson, 2011. (HD 7255 S972 2011 RHB).

Participants in an Individual Placement and Support (IPS) program are three times more likely to work in regular, competitive jobs than those in other vocational programs. The evidence-based practices in Supported

Employment provide the knowledge and tools born from the IPS model to help clients with mental health disorders obtain jobs with competitive wages based on their field of interest.

Take charge of your life: how to get what you need with choice theory psychology. William Glasser, 2013. (WM 420 G549t 2013 RHB).

This book explains choice theory using personalized examples and illustrative stories that allow the reader to learn how to improve relationships and take charge of their actions. Topics include marital and relationship problems, parenthood, addictions, pain management, and psychosomatic disorders.

Traumatic brain injury rehabilitation for everyday adaptive living. Jennie Ponsford, 2012. (WL 354 P798 2012 RHB).

This book's clinical focus provides both comprehensive background information and practical strategies for dealing with common problems with thinking, memory, communication, behavior, and emotional adjustment in both adults and children with traumatic brain injury. It addresses a wide range of challenges, from those which begin with impairment of consciousness, to those occurring for many years after injury, and presents strategies for maximizing participation in all aspects of community life.

Uncovering happiness: overcoming depression with mindfulness and self-compassion. Elisha Goldstein, 2015. (WM 171.5 G624 2015 RHB).

The author believes that overcoming depression and uncovering happiness is possible by harnessing our brain's own natural antidepressant power and ultimately creating a more resilient antidepressant brain. In seven simple steps, she shows you how to take back control of your mind, your mood, and your life.

Understanding traumatic brain injury: current research and future directions. 2014. (WL 354 U55 2014 RHB).

This collection of reviews and reports presents knowledge about traumatic brain injury (TBI) from predominantly neuropsychological perspectives and practices. It contains a wealth of facts, theories, and recommendations to inform and guide clinicians who care for patients with TBI and their families.

Way leads on to way: paths to employment for people with intellectual disability. 2015. (HD 7255 W357 2015 RHB).

This book is a testament to the fact that employment prospects for people with intellectual disabilities are changing. It presents numerous examples of employment successes and describes emerging practices in post-secondary education, training, and employment.

A web for everyone: designing accessible user experiences. Sarah Horton, 2013. (TK 5105.888 H823w 2013 RHB).

If you are in charge of the user experience, development, or strategy for a web site, this book will help you make your site accessible without sacrificing design or innovation. Rooted in universal design principles, this book provides solutions, practical advice, and examples of how to create sites that everyone can use.

New DVDs

Depression understanding the disease. 21 min. 2010. (DD0758).

This program was filmed in Australia. Depression is the most common mental illness among adults. It's characterized by feelings of hopelessness and numbness. In this program, viewers meet two people with depression and find out first-hand what it's like to experience the journey through the disease and recovery. Mental health professionals examine the unique characteristics of the disease and emphasize the importance of ongoing support for those with depression. This title is also available as a streaming video. Contact the library at (512) 776-7260 for more information.

The distracted mind: attention distraction and the myth of multi-tasking. 60 min. 2011. (DD0754).

Dr. Adam Gazzaley explores the impact that multi-tasking has on our safety, memory, education, careers and personal lives. This program tells viewers what they can do to improve their attentional abilities and focus as they

age, and as media continues to dominate the landscape. From changing our behaviors, to literally changing our brains, Dr. Gazzaley shares information needed to survive and thrive in the information age.

How I am. 48 min. 2008. (DD0760).

This documentary film is in German with English subtitles. Patrick Wanker, a teenager with autism, invites us into his emotional world through the words he painstakingly types into his computer with his mother's assistance. This documentary reveals how painfully lonely life can be for a teen with severe disabilities. The people he encounters each day are clumsy and uncertain about how to interact with him. At school and at home, his inability to communicate and lack of social skills make it nearly impossible for Patrick to build relationships, yet he remains optimistic for the future of his family, including his younger brother, who also has autism.

In place: just in time training. 240 min. 2014. (DD0761).

This training session is designed for supervisors, managers, clinical staff, and staff trainers who hold responsibility for the competence of direct support professionals. Dr. Tom Pomeranz details through role playing and story telling how the four coaching strategies of modeling, supporting, prompting, and celebrating can have a demonstrable impact on a direct support professional's performance. He explains how these coaching strategies allow supervisors to refine protocols, increase staff motivation and enhance the quality of work life for the staff and most importantly the quality of life of those supported. Additionally, Dr. Pomeranz explains how this type of training can create a collegial environment and infuse a team spirit. The session addresses the coach's role in the area of age-appropriateness, individualization, accessibility, and meaningful engagement.

Left in Baghdad. 12 min. 2007. (DD0759).

After losing his left arm to an IED while serving in Iraq, American soldier Ross Graydon spends six months rehabilitating at the Walter Reed Army Medical Center. This documentary film follows Ross as he returns with his wife and daughter to their home in Ft. Campbell, Kentucky. We see Ross outfitted with a new lifelike prosthetic arm, recounting his army experiences with his daughter's school class and with fellow veterans, experiencing newfound victories like learning to maneuver a slice of pizza with a mechanical hand and optimistically planning for the future by enrolling in college.

Narrative therapy: a process for a postmodern world. 80 min. 2008. (DD0755).

Dr. John Winslade conducts a therapy session with a client struggling with low self-esteem. Using a Narrative Therapy approach, Dr. Winslade respectfully and collaboratively examines the stories that inform and shape his client's experience and listens for the history and pattern of how those stories are constructed. After separating the stories that work from those non-preferred problematic stories, Winslade guides the client in authoring more satisfying, preferable stories of strength and hope. With compassion, genuine listening, and acceptance Dr. Winslade provides a profound example of how to embody Narrative Therapy principles in the therapy session. Following the main session, Dr. Winslade reflects upon the session with guest Dr. Gerald Monk in the Narrative Therapy tradition of respect, reflection, and transparency.

The Psychology of working: expanding our vision to affirm race and culture. 85 min. 2007. (DD0753).

Dr. David Blustein explores the social justice implications of the psychology of working and the role of race and culture. He presents perspectives for working across multiple contexts. Blustein's more inclusive approach explores how taking into account race and culture impacts the research, theory, and practice of career development.

PTSD and substance abuse. 21 min. 2008. (DD0756).

Persons with PTSD are more than twice as likely to abuse substances as are those in the general population. This DVD explains this relationship and outlines a strategy for safely treating both conditions. The uses of safe medications, trauma-focused cognitive behavioral therapy and several forms of exposure therapy are described.

Semicolon; the adventures of ostomy girl. 83 min. 2014. (DD0762).

Dana lives with severe Crohn's Disease. Spending as much time in the hospital as out, Dana depends on intravenous nutrition, constant vigilance and a wicked sense of humor to keep her alive. Now she faces the daunting task of deciding how she wants to live the rest of her life, coping with the limitations and rigors of her current routine or taking a leap of faith on a complicated transplant that could give her a chance at a different life.

What is diabetes? 15 min. 2014. (DD0757).

This program is designed to provide insight on what diabetes does to a person's body, the various types of diabetes, and important steps to prevent or decrease the risk of complications. This title is also available as a streaming video. Contact the library at (512) 776-7260 for more information.

Featured Journal Articles

If you would like to receive the full text of any journal articles, please contact the library at (512) 776-7559, toll-free 1-888-963-7111 ext. 7559, or e-mail library@dshs.state.tx.us.

Authentic leadership perception, trust in the leader, and followers' emotions in organizational change processes. Agote L, Aramburu N, Lines R. *Journal of Applied Behavioral Science*. 2016;52(1):35-63.

Despite the increasing interest in emotions at work, there is still a need for more research that focus on the antecedents of emotions in organizational change contexts. Moreover, literature on the subject considers leadership and trust to be fundamental when dealing with change processes. Taking into account both ideas, it is proposed here that authentic leadership (AL) perception can influence followers' trust and emotions during change. To test these hypotheses, we gathered and analyzed the experience of 102 Spanish human resource managers using structural equation modeling based on partial least squares. Findings show that AL is directly and positively related to followers' trust in the leader and the experience of positive emotions. Furthermore, we found that trust mediates the relation between AL perception and the experience of negative emotions. Based on these findings, some practical implications are proposed, such as the implementation of training initiatives in order to provide human resource managers with a better understanding of the AL concept and facilitate different actions that could be carried out by them so as to contribute to trust building.

Implementing change in public organizations: the relationship between leadership and affective commitment to change in a public sector context. Van der Voet J, Kuipers BS, Groeneveld S. *Public Management Review*. 2016;8(6):842-865.

We propose and test a theoretical framework concerning the relationship between transformational leadership behaviour and affective commitment to change in a public sector context. We apply change management theory to explain how direct supervisors contribute to processes of organizational change, thereby increasing affective commitment to change among employees. While the change leadership literature emphasizes the role of executive managers during change, we conclude that the transformational leadership behaviour of direct supervisors is an important contribution to the successful implementation of change. Furthermore, the results show how the specific context of public organizations determines the transformational leadership behaviour of direct supervisors.

Leadership, emotional intelligence & organizational change. Johnson P. *Leadership Excellence Essentials*. 2016;33(2):12.

The article presents a list of ten principles for fostering organizational change in businesses, including emphasis on the responsibility of the executives to lead change, promoting enthusiasm among employees, and embracing a sense of urgency and accountability.

Longitudinal associations between employees' beliefs about the quality of the change management process, affective commitment to change and psychological empowerment. Morin AJS, Meyer J, Belanger E, et al. *Human Relations*. 2016;69(3):839-867.

Organizational changes are costly ventures that too often fail to deliver the expected outcomes. Psychological empowerment and affective commitment to change are proposed as especially important in turbulent contexts characterized by multiple and ongoing changes requiring employees' continuing contributions. In such a context, employees' beliefs that the changes are necessary, legitimate and will be supported, are presumed to increase psychological empowerment and affective commitment to change. In a three-wave longitudinal panel study of 819 employees, we examined autoregressive and cross-lagged relations among latent constructs reflecting change-related beliefs (necessity, legitimacy, support) and psychological reactions (psychological empowerment, affective commitment to change). Our findings suggest that psychological empowerment and affective commitment to

change represent largely orthogonal reactions, that psychological empowerment is influenced more by beliefs regarding support, whereas affective commitment to change is shaped more by beliefs concerning necessity and legitimacy.

Organizational capacity for change, change experience, and change project performance. Heckmann N, Stegerb T, Dowling M. *Journal of Business Research*. 2016; 69(2):777-784.

Building on the literature on organizational capacity for change, this study addresses two questions. First, why are some organizations more capable of change than others? Second, are organizations that are better at changing also more successful with their change projects? An analysis of data from a questionnaire given to top management in 134 firms in Germany found that an organization's capacity for change associates positively with the performance of its change projects. Higher levels of technological turbulence do not strengthen this relationship but weaken it. This study also shows that higher levels of technological turbulence as well as perceived positive previous change experiences are positively associated with an organization's capacity for change, but higher levels of competitive intensity and the amount of previous change experience are not.

Organizational climate, leadership, organization size, and aspiration for innovation in government agencies. Jung C, Lee G. *Public Performance & Management Review*. 2016;39(4):757-782.

Scholars of organizational innovation emphasize the importance of employees' perceptions and point to dissatisfaction with the status quo as a force facilitating innovation adoption and innovative behavior. This study applies the efficiency-focused perspective on innovative behavior to explore how perceptions of organizational climate and leadership explain employees' aspiration for innovation in public organizations. It notes that the association of the predictors varies according to organization size (number of full-time employees). Using samples of full-time employees in South Korean government agencies, regression analyses suggest that employees' perceptions of the hierarchical climate, as opposed to the innovative climate, relate positively to their aspirations for organizational innovation. One unexpected result is the positive association of the current facilitative leadership with the criterion variable. Organization size moderates the influence of the predictors, except for the current facilitative leadership. The academic and practical implications of these findings are presented in the discussion and conclusion section.

The personal costs of organizational change: a qualitative study. Smollan RK. *Public Performance & Management Review*. 2016;39(1):223-247.

Employee stress rises and falls during periods of organizational change, but research has tended to overlook the consequences of stress that predated the change. Interviews with 31 employees of a New Zealand public sector health authority revealed that while stress was present to some degree before the change, for some of them the transition triggered negative reactions on physiological, behavioral, affective, and cognitive levels, largely due to perceptions of inadequate processes and considerable uncertainty. For others, the aftermath was more damaging, mostly because of the extra workload, deteriorating relationships, and fear of further change. Public sector managers need to be aware of the personal costs of organizational change for employees and aim to minimize them where possible.

When change causes stress: effects of self-construal and change consequences. Wisse B, Sleebos E. *Journal of Business & Psychology*. 2016;31(2):249-264.

Organizational change can be a major stress factor for employees. We investigate if stress responses can be explained by the extent to which there is a match between employee self-construal (in personal or collective terms) and change consequences (i.e., does the change particularly have consequences for the individual or for the group). We further investigate if the interactive effect of self-construal and change consequences on stress will be mediated by feelings of uncertainty. Design/Methodology/Approach: Data were obtained in three studies. Study 1, a laboratory study, focused on physiological stress. Study 2, a business scenario, focused on anticipated stress. Study 3, a cross-sectional survey, focused on perceived stress. Studies 2 and 3 also included measures of uncertainty in order to test its mediating qualities. Findings: Change is more likely to lead to stress when the change has consequences for matters that are central to employees' sense of self, and particularly so when the personal self is salient. This effect is mediated by feelings of uncertainty. Implications: Understanding why some people experience stress during change, while others do so to a lesser extent, may be essential for improving change management practices. It may help to prevent change processes being unnecessarily stressful for

employees. Originality/Value: This is one of the first studies to show that different kinds of change may be leading to uncertainty or stress, depending on employees' level of self-construal. The multi-method approach boosts the confidence in our findings.

Why is that we know we have to—or want to—change, but find ourselves moving around in circles? van Nistelrooij A, de Caluwe L. *Journal of Management Inquiry*. 2016;25(2):153-167.

In this essay, we will explore a question which is widely recognized in the world of practitioners of change and which seems a problematic issue in any change process, but is badly understood in theory: “What is happening when there is a lot of enthusiasm about a change initiative and a lot of knowledge about the change, but nothing happens?” Why is coming into action so difficult in any change process? We ourselves, being scholars as well as practitioners, are in the middle of trying to understand the answers to these questions. In this essay, we will explore the literature to shed light on this. We discuss that (a) “people consistently act inconsistently,” (b) resistance is a multi-layered and multi-meaning concept that needs reconceptualization, and (c) perception of the change recipient plays a pivotal role in every change process.